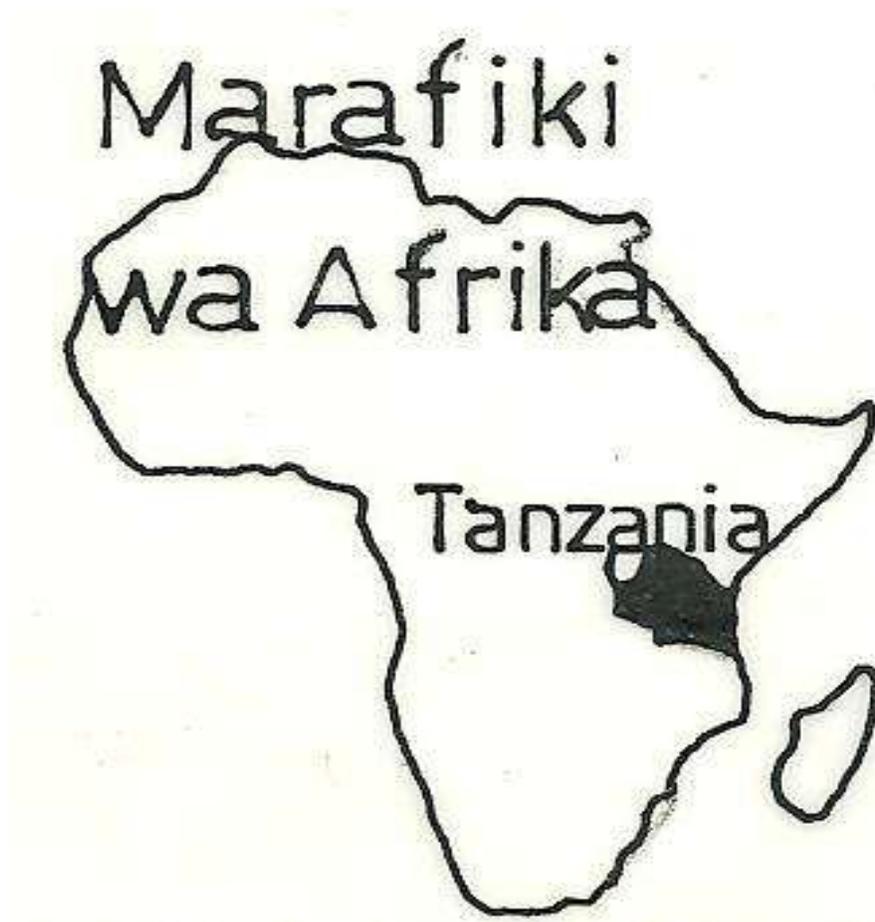


MAT STRATEGIC PLAN 2019 – 2023



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Acronyms/Abbreviation

MAT	-	Marafiki wa Afrika Tanzania
MCHEC	-	Marafiki's Community Health Education Centre
MDC	-	MAT Development Centre
MVC	-	Most Vulnerable Children
NGO	-	Non-Governmental Organization
VICOBA	-	Village Community Bank
WASH	-	Water, Sanitation and Hygiene
RCH	-	Rural Community Health
PHC	-	Primary Health Care
OR	-	Operational Research
PTD	-	Participatory Technology Development
LEISA	-	Low External Input and Sustainable Agriculture
GDP	-	Gross Domestic Product
M&E	-	Monitoring and Evaluation

PREFACE

This Five Years Strategic Plan (2019 - 2023) is aimed at fulfilling the Marafiki wa Afrika Tanzania (MAT) vision and mission so as to contribute to bringing about positive development changes in the communities which it serves. The emphasis of the strategic plan is placed on improving economic productivity within the targeted areas in Ngara district through strengthening extension services for agriculture & livestock, initiating/improving school infrastructure to accommodate industrial arts/skills thus transforming education, empowering women through Village Community Banks (VICOBA), women and youth income generating activities, improving access to health, further promoting environmental conservation and Cultural heritage and other attractions promotions/sites.

The year 2016 marked the end of the strategic plan 2014 to 2016 and thus demanding a reflection of another future direction of the organization focused on a five years strategic plan instead of the three years' strategic plans as has been the custom in the past.

The strategic plan has been prepared to enable sharing of what the organization intends to do, among different people/stakeholders with an interest in facilitating marginalized people in Tanzania especially in Ngara district in Kagera Region to bring about their own development.

It is my hope that after reading this document you will find room for partnering with us so that together we can contribute to significant development of the marginalized people of Tanzania.

Finally, I believe that you will critically read through this strategic plan and provide suggestions and ideas which will assist us to improve the delivery of our services to the communities that MAT serves.



Fr. Isaias Bambara
Chairperson

Marafiki wa Afrika Tanzania (MAT)

INTRODUCTION

The Marafiki wa Afrika Tanzania (MAT) is a not for profit, non-government organization (NGO) registered in Tanzania. MAT was founded with the intention to partner with communities to develop interventions that improve wellbeing of poor and marginalized communities in Tanzania.

It was established in 1995 and on 21st May 1997 was registered under Societies Ordinance 1954 (Rule 5) with registration **No. SO. 8910**. It was re-registered as non - governmental organization under section 12(1) of act no.24 of 2002 in December 19th, 2017 with registration **No. ooNGO/0009425**. The Organization was formed to enable members to work towards enhancing education, economic and cultural development among themselves and the communities in which they live. It was also formed to enhance mutual cooperation among members of Marafiki wa Afrika Tanzania (MAT) in promoting understanding and development in social, economic, cultural, environmental, agriculture and livestock fields.

Currently, the organization has five components to work with namely; education, Agriculture & Livestock, Health, Environment and Cultural heritage and other attractions promotions/sites. In the field of education, the organization has established a girls' secondary school to serve Forms One to Form Four level. The organization is supporting Most Vulnerable Children (MVCs)/Orphans to pursue their education at different level. The organization shall focus to work in Ngara, Biharamulo and Karagwe districts in Kagera Region and elsewhere in Tanzania Mainland.

Currently, its activities are carried out in Ngara District and in the process of actualizing the interests and objectives of MAT; internal and external resources are highly needed.

Our Vision: Organization envision for a changed and or improved living standards of the marginalized people in Tanzania.

Our Mission: Committed to help communities in difficult environment especially people living on poor and underserved condition obtains resources that will smooth their lives and make them independent by drawing a road map for their economic development through capacity building, guidance, interpreting by laws and policy to ensure communities achieve their intended goals and ensure their integral human development.

Organization core values:-

1. Accountability
2. Professionalism
3. Integrity
4. Commitment
5. Efficiency and effectiveness
6. Transparency

In order to enable Marafiki wa Afrika Tanzania (MAT) to implement the identified activities, a three years' strategic plan has been a bench mark. After a recent thorough evaluation of the organization, it was unanimously declared to develop a five years' strategic plan instead.

The purpose of this strategic plan (2019– 2023) is to establish the overall strategic direction that will guide the organization and its developmental partners to improve the livelihood of targeted communities and Baramba Girls' Secondary School students' academic performance.

It is hoped that through this strategic plan the population residing in three Wards namely; Rusumo, Kasulo and Nyamiaga including Baramba Girls' Secondary School students in Ngara district will benefit with evidence based success. In future, the organization will be able to expand its coverage area.

DETAILED 2019 – 2023 STRATEGIC PLAN COMPONENTS

1.0 EDUCATION COMPONENT

Marafiki wa Afrika Tanzania owns a School called Baramba Girls' Secondary School. As stipulated in article 3 of its constitution, the organization (MAT) targets to enhance, educational, economic and cultural development of the community through the establishment, development and management of model educational institutions.

SCHOOL MAJOR OBJECTIVE:

The major objective of the School is focused on the advancement and empowerment of girls through secondary school education and skills acquisition. It is believed that if girls access and get exposed to secondary education, their minds are opened up and hence become aware of their position in the society. They are made aware about some developmental challenges in the same manner as those of young boys. Access to secondary education as a foundation, paves the way for further and higher studies from which future leaders of the society and nation largely emanate. Giving education to women, gives them an opportunity to the same activities that would otherwise be meant for men alone. Understanding this, the school shall be transformed to offer industrial Arts/technology. The hypothesis that only men have more capacity and ability to perform developmental undertakings than women is definitely negated live.

This component is further divided into five implementation areas as follows:-

- 1.1. Construction and equipping of a standard secondary school laboratory- 2018/19.
- 1.2. Construction and equipping a standard secondary school library and Administration block – 2019/2020.
- 1.3. Construction of staff quarters houses and hostels for in and out visitors – 2021/2022.
- 1.4. Construction of dinning/conference hall – 2021/2023.

- 1.5. Construction of infrastructure for industrial arts/technology skills development
Workshops and computer laboratory.

2.0. HEALTH, SANITATION, ENVIRONMENTAL CONSERVATION AND REHABILITATION

The Marafiki wa Afrika Tanzania (MAT) has learned a lot and discovered that there are difficulties concerning the accessibility of the Primary Health Care Services (PHC) at K9 area as well as to the surrounding areas and to most of villages of Ngara District. Responding to the experience as noted in areas of Nyakariba, Kasulo, Kasharazi, Gwingwe, Kumubuga, Kabulanzwili, Mutega, Mikole and Kigoyi found in the three Wards of Kasulo, Rusumo and Nyakisasa, the organization came up with an idea of establishing a Project to be called Marafiki Community Health Education Centre (MCHEC) whose operational Office will be based at K9 in Ngara District-Kagera Region.

The commonest prevailing problems facing the people in Ngara District are the existence of recurrent preventable communicable and some non-communicable diseases such as Malaria, Intestinal Worm infestations, Sexually Transmitted infections, HIV/AIDS, Oral-Dental problems and mental illnesses.

In addition to the problems stated above, another serious situation is the ignorance of the people to know what to do when they fall sick due to the remoteness of their abode, to that extent they rely on witch-craft beliefs and consequently habit results into un-preventable premature deaths.

To come up with appropriate intervention to serve the lives of the people through prevention and control for primary and secondary school students as well as creating awareness on the causes, MAT plans to conduct an Operational Research (OR) that will involve the following:-

- a) Maternal and child health services (Antenatal, nutrition & vaccination status of women of childbearing age).
- b) Environmental sanitation (housing surrounding cleanliness, water supply and hand washing practices, toilets, and personal hygiene).
- c) Oral - dental health (Teeth brushing practices, dental health / Alcohol consumption and substance abuse).

Possible contributing factors to the existence and increase of these problems can greatly be associated with insufficient knowledge and preventive measures against them; therefore the solution to this is to strengthen the efforts of Community health education at a clearly specified place as well as going to the peoples' gathering places to be imparted knowledge related to these health problems to them. So far at K9, MAT is operating a shop which sells

essential medicines for human use and the process for completion of Health Laboratory is at final stages. Later on, the organization plans to start the construction of a building for Community Health Education sessions. When the construction is complete, the building can as well be used by District Council's health staff during Rural Community Health (RCH) outreach services or mobile health services when needed. Hence for five years to come MAT shall construct and improve MCHEC to serve the communities.

In order to come up with the permanent solution for the existing problems, Marafiki wa Afrika Tanzania (MAT) has come up with the solution about the problems that had been challenging for a long duration despite various efforts done by Government and its various development partners. Marafiki wa Afrika Tanzania (MAT) intends to conduct an operational research so as to establish baseline information regarding to the mentioned problems. This which will be the bases for developing long term sustainable projects for the improvement of the general wellbeing of the Ngara people.

About the environmental conservation and rehabilitation Component, the Organization intends to concentrate on integrated natural resources management, biodiversity conservation, climate change impact mitigation through creating and promoting awareness and fully utilization of environmental management. This component is further divided into three implementation areas as follows:-

- 2.1. Primary Health care (PHC) which includes Marafiki Community Health Education Centre (MCHEC) and WASH.
- 2.2. Afforestation.
- 2.3 Bee keeping.

3.0. AGRICULTURE & LIVESTOCK

Agriculture is the most important economic activity for Ngara District and Tanzania at large, accounting for more than 60% of the Gross Domestic Product (GDP) and employs more than 90% of the population. In this regard most of the economy of the district of Ngara people is based on subsistence farming, livestock keeping, running small businesses etc. In the previous MAT three years Strategic plan (2014 to 2016) through its poverty alleviation program, MAT developed and implemented some projects to address growth of income at households' level. The agriculture and livestock component is based on the philosophy and understanding that the development strategy to eradicate poverty and improve the social well - being of the rural community is through the peoples own initiative and active participation in sustainable utilization of locally available resources.

The component has selected Low External Input and Sustainable Agriculture (LEISA) and Participatory Technology Development (PTD) approach in disseminating technologies to the community in recognition of their cost effective way of increasing productivity in agriculture. The approach uses indigenous knowledge and advocates use of local inputs while external inputs are used where necessary in a complementary manner. LEISA and

PTD are expected to create an enabling environment for poor households to solve their problems of low agricultural production as well as promoting women empowerment. The use of LEISA is expected to raise agricultural productivity by more than 18% in the five years period. The use of LEISA will assist overburdened women as well as saving of time and labour. Households will be encouraged in livestock keeping like goats, rabbits as well as chicken. Increased food security is another benefit that poor households expect to gain.

The component also seeks to improve the capacity of households and institutions at village, ward, and district levels mainly through training packages which address identified constraints at each level. The component will continue to network and collaborate with both existing and new players and partners. The component will base its implementation on the following areas:-

- 3.1. Organic food production and storage.
- 3.2. Farmers demonstration plots & research.
- 3.3. Fish pond farming.
- 3.4. Botanic garden.

4.0. ADVANCEMENT OF SPECIAL GROUPS

Needy Children: Vulnerability refers to exposure to contingencies, stress and risks that lead them to a situation that is too difficult to cope with. It is the result of not only individual misfortunes, but also the social conditions which follow from systematic differences in the flow of resources and opportunities which constrain their potential and capabilities. In general most children especially young ones are vulnerable due to their young ages, this makes them dependants on others for the provision of their basic needs such as food, shelter, clothes, education and other needs.

Strengthening and maintaining physical and mental maturity usually leads to growing capability for self-reliance, but during the period of childhood and adolescence, children and young people continue to need special care and support. While most children in Tanzania are cared for and protected by their families and communities, many are not so fortunate. Manifestations and consequences of child vulnerability include exposure to both underlying and direct risk factors such as illiteracy, poverty, malnutrition, ill-health, diseases, which ultimately lead to high mortality rate.

Furthermore, children brought up in households headed by children or households with elderly adults only experience high risks caused by orphan hood, HIV and AIDS, lack of education, child labour and gender abuse are high risks which are common characteristics of vulnerable children. The situation of most vulnerable children categorized as orphans and non-orphans in Ngara District Council, shows that there are large proportions of the most vulnerable children who are orphans in all wards compared to most vulnerable children who are non-orphans.

There are 5,039 non orphans compared to 1,130 orphans categorized as the most vulnerable children. It shown that out of 1,130 orphans, girls' orphans were **more 89.1%** whereas boys are **10.9%**. Therefore, special care is needed for girls who are most vulnerable than boys. **Source: Ngara District Council, 2015.**

This component through further divided into three implementation areas as follows:

- 4.1 Women empowerment through Village Community Bank (VICOBA)
- 4.2 Youth development through formation of groups' projects.
- 4.3 Support to needy children directly or through caretakers empowerment.

5.0. CULTURAL HERITAGE AND OTHER ATTRACTIONS PROMOTIONS/SITES

Ngara District is one of the eight districts of the Kagera Region, Tanzania. It is bordered to the north by Karagwe District, to the east by Biharamulo District, to the south by the Kigoma Region, to the northeast by Muleba District and to the west by the countries of Rwanda and Burundi. Ngara District is located in northwestern Tanzania near the borders of Rwanda and Burundi. The distance from Ngara to Bukoba via Benaco, Kimisi game reserve, Kyanyamisa, Nyaishozi, Omurushaka, Kayanga, Kyaka then Bukoba is estimated at 183.57 kilometers. By air travel distance is equal to 114.06 miles, direction 224 degrees south of the equator and 99.05 nautical miles.



Through traditions, customs, values and faith of the indigenous people of Ngara district, important people like Chiefs Baramba and Nsoro will be remembered by both the old and the young generations. Baramba Girls' Secondary School which is owned by MAT was founded in commemoration of Chief Baramba, the former chief of Bugufi chiefdom.

Ngara District has a favorable climate which is cool with Scenic landscapes, river valleys, escarpments and the winding Ruvubu river with ox-bow lakes which connect with the Kagera river at Rusumo. At this confluence there is a water fall which is being developed to generate hydroelectricity for Burundi, Rwanda and Tanzania.

The confluence is also at the border between Rwanda and Tanzania where there is one stop boarder post for immigration functions.

Objectives of the programmes will be;-

- a) Implementation of positive change through active cultural learning, museum and intercultural understandings.

- b) To demonstrate, care and concern for visitors entertainment and recreation. Every individual matters makes a difference and has a role to play.
- c) To enhance understandings between individuals of different culture, ethnic groups, social levels and nations through intercultural leaning.
- d) Sensitize and bring awareness to young generation to develop and change attitude, behavior, self-respect, confidence in them and hope for future.

In Ngara District there are several game reserved areas of different types like Kimisi game reserve area, Rumasi and Rumanyika. All these reserves are impressive for tourist activities.

Other attractive areas in the district are as follows:-

1. Residential places where chiefs Baramba and Nsoro lived.
2. Mafiga Matatu Hills: This name was proposed by former president of the United Republic of Tanzania His excellence Jakaya Mrisho Kikwete during his period of leadership. These hills (Mafiga Matatu) form a no man's land between three countries of (Burundi, Rwanda and Tanzania). The Kagera river passes across the three countries of Burundi, Rwanda and Tanzania.
3. Caves of ancient people: These are impressive Cultural heritage and other attractions/citing for both domestic and international cultural heritage and other attractions/sites. These caves were also used as hiding places during the Tanzania and Uganda war of 1977/1978.
4. Stones whereby elders used to pray and offer sacrifices in order for rain to fall, and everyone who attended this area left a colonial silver coin. These stones are found in the Nyakiziba Ward.
5. A place with a hot spring: This is the source of supper heated water which is emitted from the rock into the air. It is specifically found in Mugoma village in Mugoma ward (Mumashuha). Another impressive spring is found between Mugoma village and Mwivuza in Kirushya ward.

Apart from the highlighted 5 attractive areas in the district, MAT in collaboration with the local Government Authority (Ngara district council) intends to establish cultural museum for collection of objects of interest in the district or regional to illustrate its antiquities and history of its people, their surroundings and their mode of production. In short, a need for a museum for collection, preservation and exhibit collections based on the life history of Ngara District. The museum will encourage Tanzanians and foreigners to visit the site with ambition of learning; creation of a centre for entrepreneurial skills through crafts, decorative arts, folk art painting and carvings and preservation of district's artifacts for future heritage .

However, through intercultural learning MAT is expecting to introduce women hand craft groups in Ngara district as social-economic groups for women empowerment generating income. The products from the groups will be used as products display and exhibition.

The areas to focus are as follows;-

- a) Care and concern for museum for handling and management of early culture implements and documentation to enable visitors viewing various items found in the museum.
- b) Care and concern for intercultural leaning (learning experiences) through traditional dancers and other interested exhibitions.
- c) Care and concern for cultural heritage and visiting game reserves and other attractive places.

In realizing this, Ngara District council is engaged in the construction of roads to replace foot paths to the spots and villages in general and also improving existing tarmac roads where they exist. With regard to transportation, Ngara has buses and minibuses which can transport tourists to the tourist attraction spots, the town and areas as far as Kahama, Biharamulo and Karagwe. Furthermore tourists can opt to reach Ngara by air and flight at airports such as Chato in Geita, Ruganzo in Ngara and at an airstrip in Biharamulo before connecting by buses or even cars to Ngara and beyond.

To cup it all, Ngara people are very welcoming, charming and hospitable to both locals and foreigners.

For the promotion of cultural heritage and other attractions/sites in Ngara District, the following are needed:-

1. A fully fledged museum house, shelters with all required materials and tools.
2. Guiders, trainers and attendants.

MONITORING AND EVALUATION (M & E)

The coordination of the implementation of all interventions will be carried out by the monitoring and evaluation department of MAT organization. MAT will conduct a periodic SWOT analysis from time to time to assess the magnitude of implementation status and the impact while discovering the lacuna for redress in the re-planning cycle.